

28 FEB 1984

MEMORANDUM FOR: Deputy Director of Personnel for Special Programs

Deputy Director or Personnel for Policy, Analysis, and Evaluations

STAT FROM:

Liaison Division
Office of Legislative Liaison

SUBJECT: House Post Office and Civil Service Committee Oversight Hearing on the Senior Executive Service (SES)

REFERENCE: Memo for DD/PERS dated 22 November 1983;
Subject: Congressional Hearing on the Senior Executive Service

SUMMARY: The House held the second of four planned oversight hearings on the implementation of the Senior Executive Service (SES). Today's witnesses were non-public sector, but involved observers, as a cursory review of the witness list will reveal. On balance, they all have taken the pulse of the SES and generally conclude that, while it isn't doing real well, it should nonetheless be allowed to continue, as its prospects for improving are at least 50/50.

1. Attached for your information and use are the witness list and the prepared testimony for all witnesses at the subject hearing held this date. As Ms. Schroeder (D,CO) indicates in her opening statement, this is the second of a planned four SES oversight hearings she will conduct on the occasion of the five year anniversary of the Civil Service Reform Act (CSRA). It was this Act, of course, that created the SES, and Ms. Schroeder has opined that this anniversary is a good opportunity to look back and see how well the Act has been implemented. The referent provided the testimony and study data presented to Ms. Schroeder's subcommittee by the General Accounting Office.

2. Ms. Schroeder has scheduled two subsequent hearings on this subject, on 20 March and 12 April, 1984 to hear from the Director, Office of Personnel Management (OPM), the Chairman of the Merit Systems Protection Board, and six senior executives who have won Presidential ranks during the past two Administrations, and to wrap up the Subcommittee agenda on this subject, respectively.

3. Two items of specific interest are, I think, worthy of note. First, two speakers, in their extemporaneous remarks, made reference to the fact that OPM has raised the ceiling on allowable SES bonuses from 20% to 35% of eligible employees. Both thought that this would be a measurable help in upgrading SES employee morale. Second, Mr. Ink, on page 7 of his testimony, made reference to the China Lake experiment and the promise that it holds to "...better link pay to the work of (the) person as well as (the) position.." and the fact that major corporations pay significant attention to this aspect of (new approaches to) personnel management.

4. I will continue to follow these SES oversight hearings and report on them to you on the assumption that my reports are of some value to you.

STAT



Attachments:
As stated

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SENIOR EXECUTIVE SERVICE

February 28, 1984

Witness List

Dwight A. Ink, Former Executive Director
President's Reorganization Personnel Management Project

Bernard Rosen, Distinguished Adjunct Professor in Residence
The American University

David Burckman, President
Senior Executives Association

John O. Rittenhouse, Member, Board of Directors
Federal Executive Institute Alumni Association

Stephen B. Hitchner, Vice President for Issue Development
Common Cause

Charles Bingman, Member, Special Panel
American Society of Public Administration

David Stanley, Acting Chairman, Standing Panel of Public Service
National Academy of Public Administration

OPENING STATEMENT OF REP. PAT SCHROEDER
CHAIRWOMAN, SUBCOMMITTEE ON CIVIL SERVICE
AT OVERSIGHT HEARINGS ON THE SENIOR EXECUTIVE SERVICE
February 28, 1984

Welcome to the second in our series of four hearings into the health and well-being of the Senior Executive Service. Last November, Comptroller General Charles A. Bowsher presented the results of an intensive General Accounting Office examination showing the patient in essentially good shape. Today we receive some second opinions from a number of expert practitioners in the field.

On March 20, Office of Personnel (OPM) Director Donald J. Devine, Merit Systems Protection Board (MSPB) Chairman Herbert Ellingwood, and six senior executives who have won Presidential ranks from both President Carter and President Reagan will provide their diagnoses. We will complete our examination with a final hearing on April 12. At that time, we will hear from Scotty Campbell and a number of the sharpest thinkers in America on senior executives in government.

At this point I cannot say where this will lead. Clearly, it will produce a comprehensive basis for assessing the need for changes in the SES. Specific suggestions for changes in law are, therefore, quite welcome.

Our first witness is Dwight Ink who bears some paternal responsibility for the Senior Executive Service.